Improving the Tradecraft in Services Acquisition

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Well Documented Problem

House Armed Services Committee Report excerpts: 2010

…challenges with the *requirements process* are a major factor in poor acquisition outcomes. Most concerning was the fact that the requirements process for the acquisition of services, the largest category of acquisition, is almost entirely ad hoc.

Defense Science Board Task Force Report March 2011

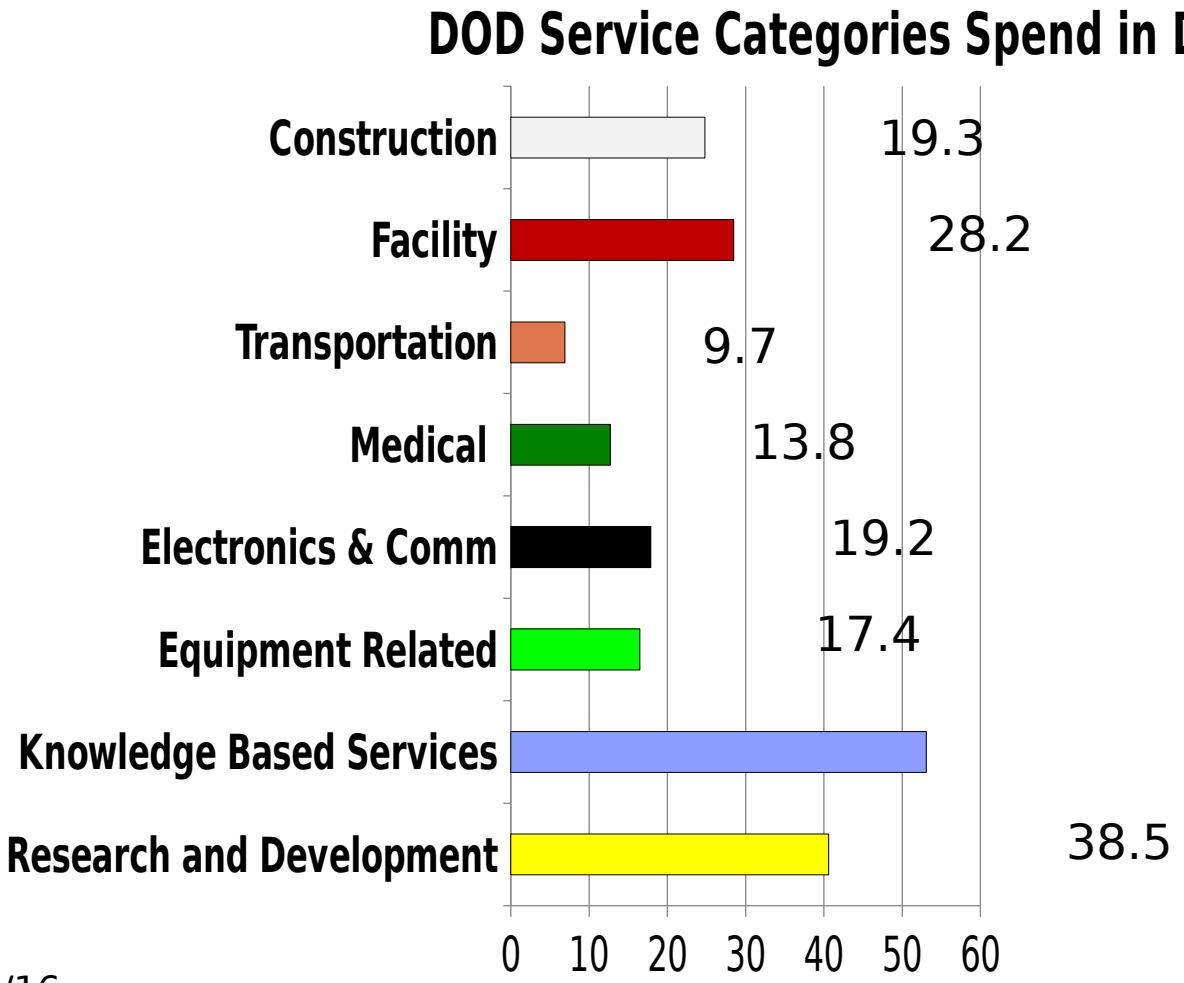
DOD should systematically improve training for personnel involved in services acquisition and oversight

GAO Report, September 2011

“DOD does not have a deliberate approach to identifying

DOD FY 11 Dollars Spent

DoD Total Contract Spend: $ 373.8 Billion



Equipment Contracts:
$175.2 Billion
47%

R&D/Construction
$ 57.8 Billion
15%

Service Contracts
$ 140.8 Billion
38%

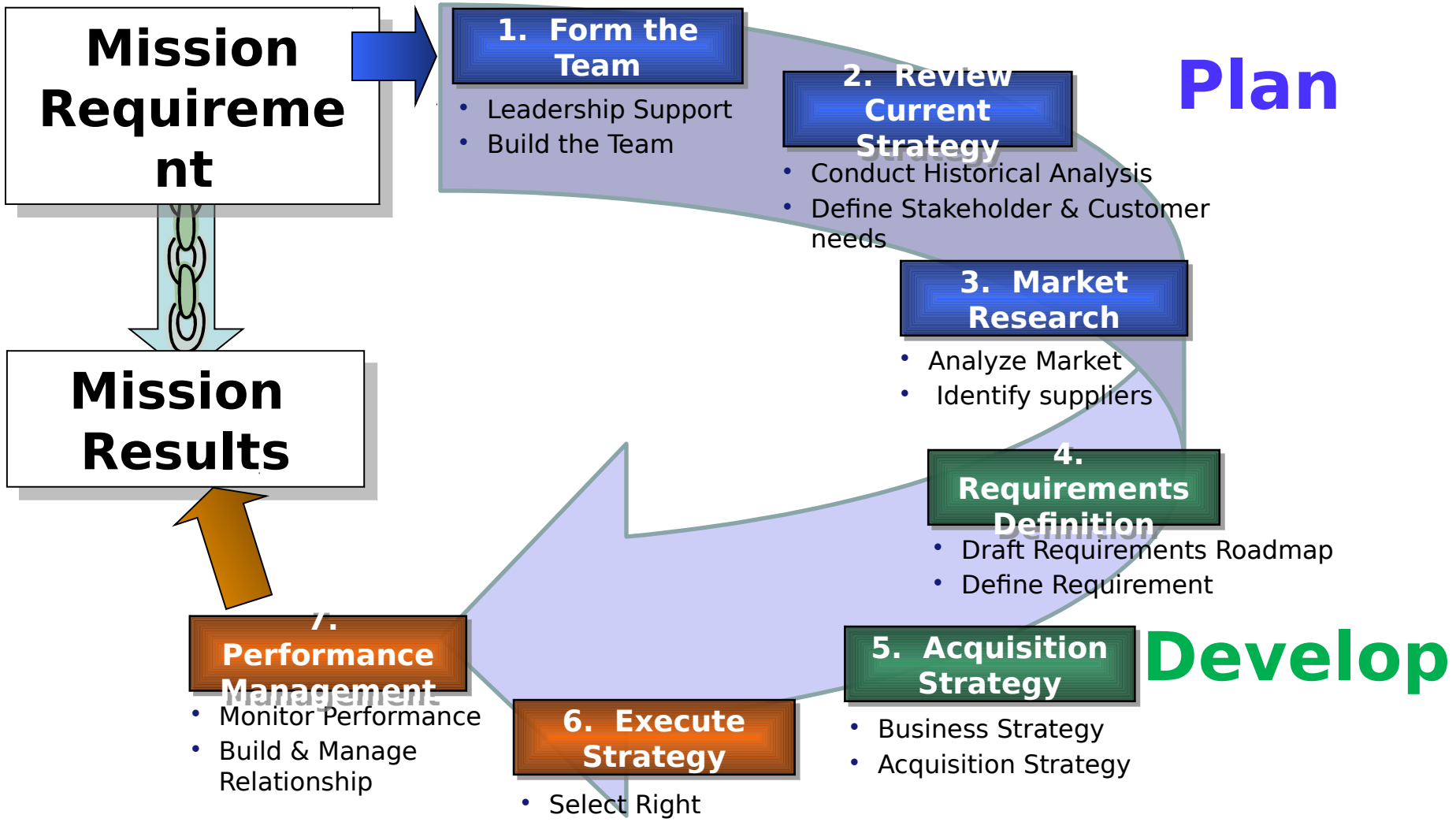
Source: FPDSNG

Solutions: Standard Services Acquisition Process

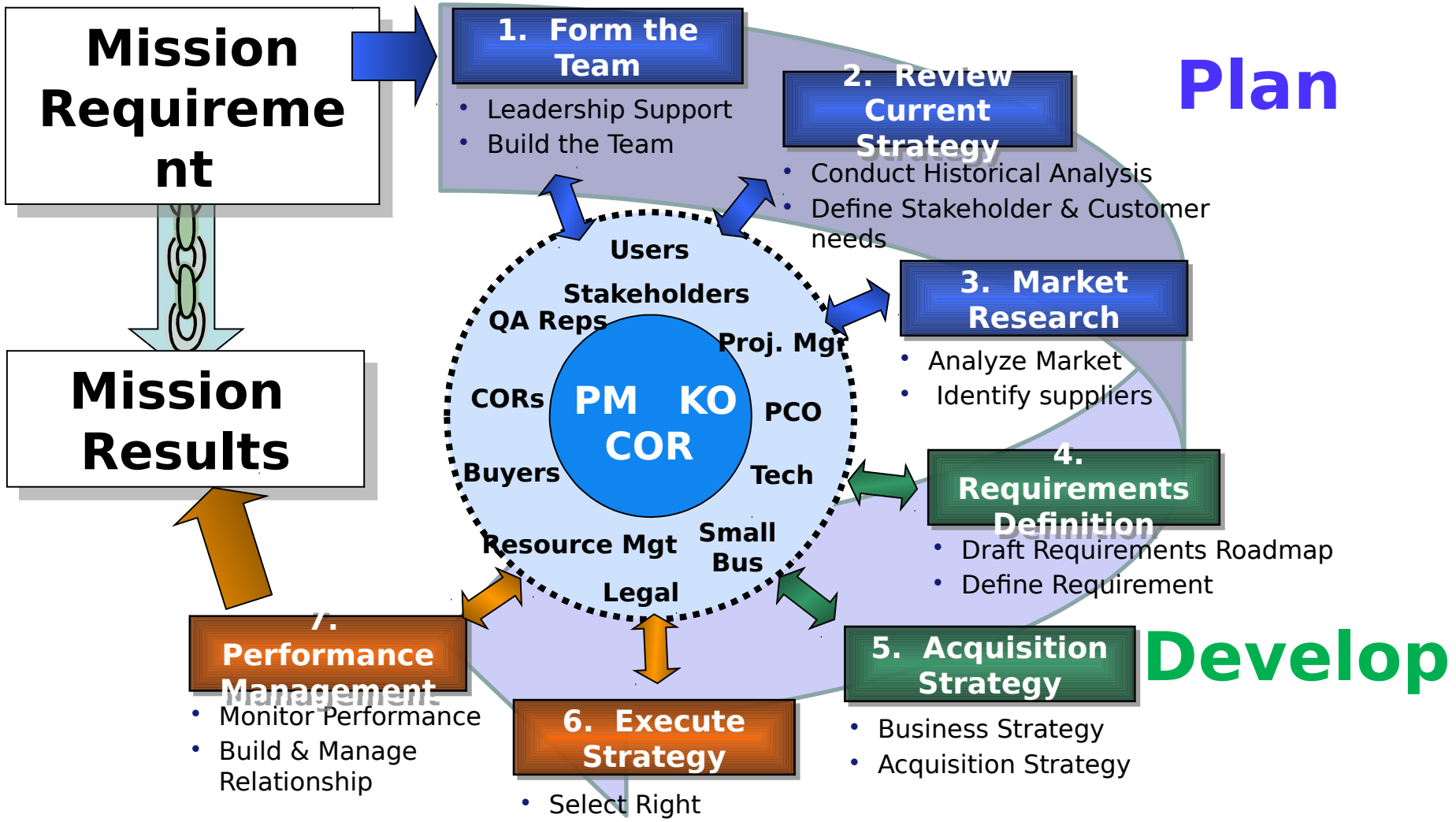
2011 DOD Guidebook for the Acquisition of Services

- Defines a standard Services Acquisition Process
- Includes Project Plan for team to use in planning their acquisition
- Available on the ACE for Services site - https://acc.dau.mil/CommunityBrowser.aspx?id=472568&lang=en-US

Services Acquisition Process



Services Acquisition Process



Project Plan supports each step of the Seven Step process

If task does not apply to the acquisition, it is grayed out

		Responsible	Duration	Target Due	Accountable	Contributor	Informed
2	**Review Current Strategy**						
2.1	Identify current initiatives/contracts	Connie		Complete	Connie		
2.2	Review and document current performance (cost, quality, schedule)						
2.2.1	Review current stakeholder issues	Connie		Complete	Jerry		
2.2.2	Document current metrics	Connie		Complete	Jerry	Sue	Jerry
2.3	Begin program risk identification (cost, schedule, performance)	Jerry		Comp / On-going			
2.4	Document current processes						
2.4.1	Detail user/customer requirements, acquisition process, service steps, supplier functions, and contingency processes	Connie		30-Jun	Connie	Sue	Sandy/Kathleen
	Document process for new construction up to requirements package	Sandy		30-Jun	Connie	Annalaura	Sue
	Document process for replacement up to requirements package	Sandy		30-Jun	Connie	Annalaura	Sue
	Document process from requirements package to award of delivery order	Connie		30-Jun	Connie		
	Document process for service	Sue		30-Jun	Connie		
2.4.2	Document current cost of the product/service	Sue		Complete	Connie		
2.4.3	Identify challenges associated with the product/service						
2.4.4	Understand the impact of contingency operations						
2.4.5	Understand the effect on small business participation	Connie		Complete	Connie		
2.4.6	Understand local command funding authority						
2.4.7	Understand effects of bundling and/or consolidation, if applicable **(n/a if SB only)**	Connie		Complete	Connie		
2.5	Determine Status of GFP/GFM/Facilities						
2.5.1	Determine availability, serviceability, etc (status)						
2.5.2	Determine disposition planned for current and future						
2.5.3	Determine replacement costs, life cycle expectations, repair costs						
2.6	Conduct Spend Analysis						
2.6.1	Review spend analysis specific to the product / service group	Connie		Complete	Jerry	Sue	Jerry
2.6.2	Identify any potential subcategories	Connie		Complete	Jerry	Jerry	
2.6.3	Gather additional spend data as required	Connie		Complete	Jerry	Jerry	
2.6.4	Gather, cleanse & interpret gov't spend data	Connie		Complete	Jerry	Jerry	Sue
2.6.5	Understand total cost of ownership				Jerry	Jerry	
2.7	Stakeholder submits current and projected requirements forecast **(Have ACC & AMC)**	Connie		15-Jun	Jerry	Maj Leighton	**MAJCOM Reps**

Must have names to assign responsibilities

Requirements Analysis

1 **Vision**

Vision: Why are we doing this, What do we intend on achieving?

2 **High Level Objectives**

HLOs: High level results or objectives required to achieve the vision

3 **Tasks**

Tasks: Required to achieve the HLO. Tasks with specific standards establish contractor performance expectations

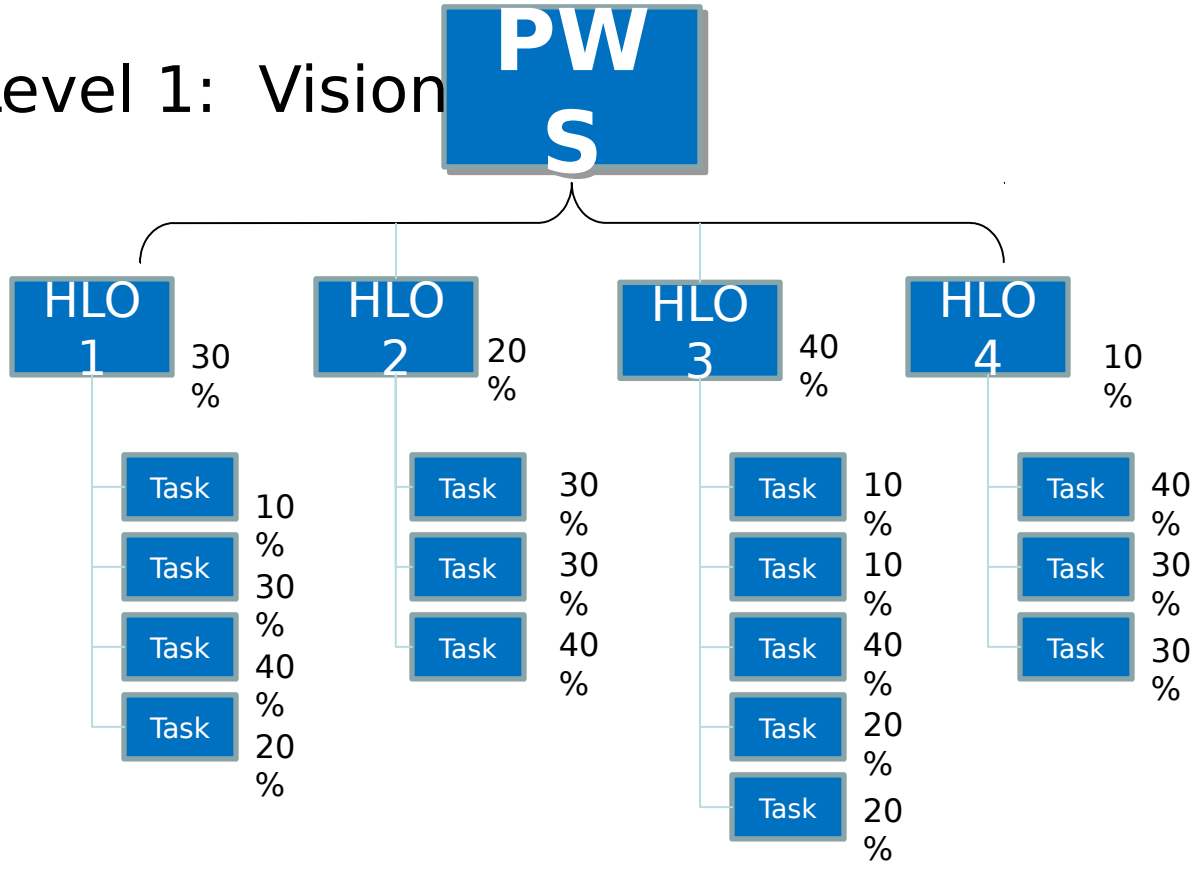
Completing the Roadmap provides the framework for the PWS, PRS and QASP

Work Breakdown Structure for Service Performance Work Statement (PWS)

WBS Level 1: Vision

WBS Level 2: High Level Objectives

WBS Level 3: Performance Tasks

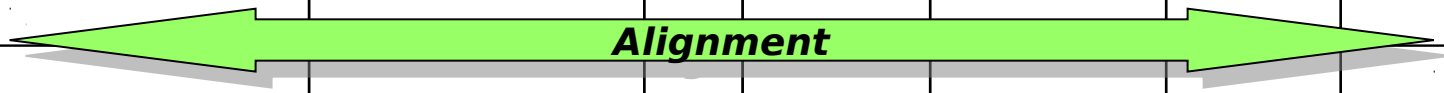


Note: This sample contains weightings for each task and HLO for performance assessment purposes

Requirements Roadmap Worksheet

Vision: _____

	Performance			Assessment/Inspection			
High Level Objective # ___	**A: Result B: Context C: Action**	**Standard D: Cost, Quality, Timeliness**	**D: AQL**	**E: What will be Inspected**	**F: How will it be Assessed/ Inspected**	**G: Who is responsible**	**H: Incentive or Remedy**



Supporting Tasks

Roadmap provides linkage for PWS, QASP and Acquisition Approach

Acquisition Vision
Stakeholder Desired Outcomes
- A.....
- B.....
- C....

Developed in Steps 1, 2 & 3

Requirements Roadmap

Task	Standards	AQL	Inspection	Incentive

Developed in Step 4

Performance Work Statement or SOO

Quality Assurance Surveillance Plan

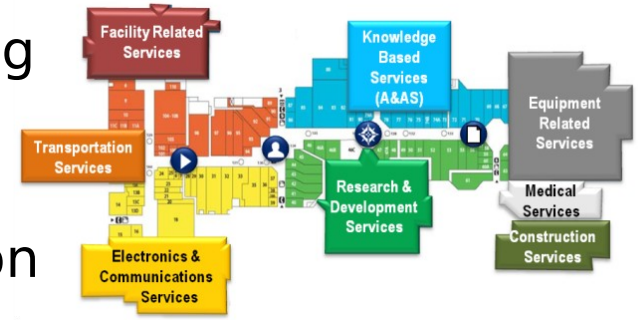
Business Strategy Evaluation Factors for Section M

Developed in Step 5

SAM - Service Acquisition Mall

- Website to promote collaboration among acquisition workers at all levels of government.
- Provides a “hands-on” resource for getting real world examples for writing performance based contracts.
- Follows DOD Guidebook for the Acquisition of Services

4.x Online today at: http://sam.dau.mil



Organized by Service Portfolio Groups containing:

- Best practices
- Training, guidance, and videos
- Knowledge repository
- Keyword search
- Tools to plan, develop, and execute service requirements

ARRT – Automated Requirements Roadmap Tool

A **job aid** using **standard templates** for PWS, QASP and PRS to help you organize and write performance requirements following the Requirements Roadmap process.

Builds your documents

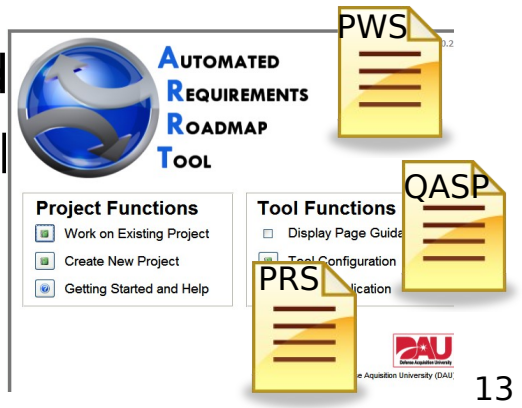
- Performance Work Statement (PWS)
- Quality Assurance Surveillance Plan (QASP)
- Performance Requirements Summary (PRS)

Provides an easy to use Step by Step Approach

- Wizards provide guidance to help build documents
- Performance Based
- Proven methodology for
  requirements.

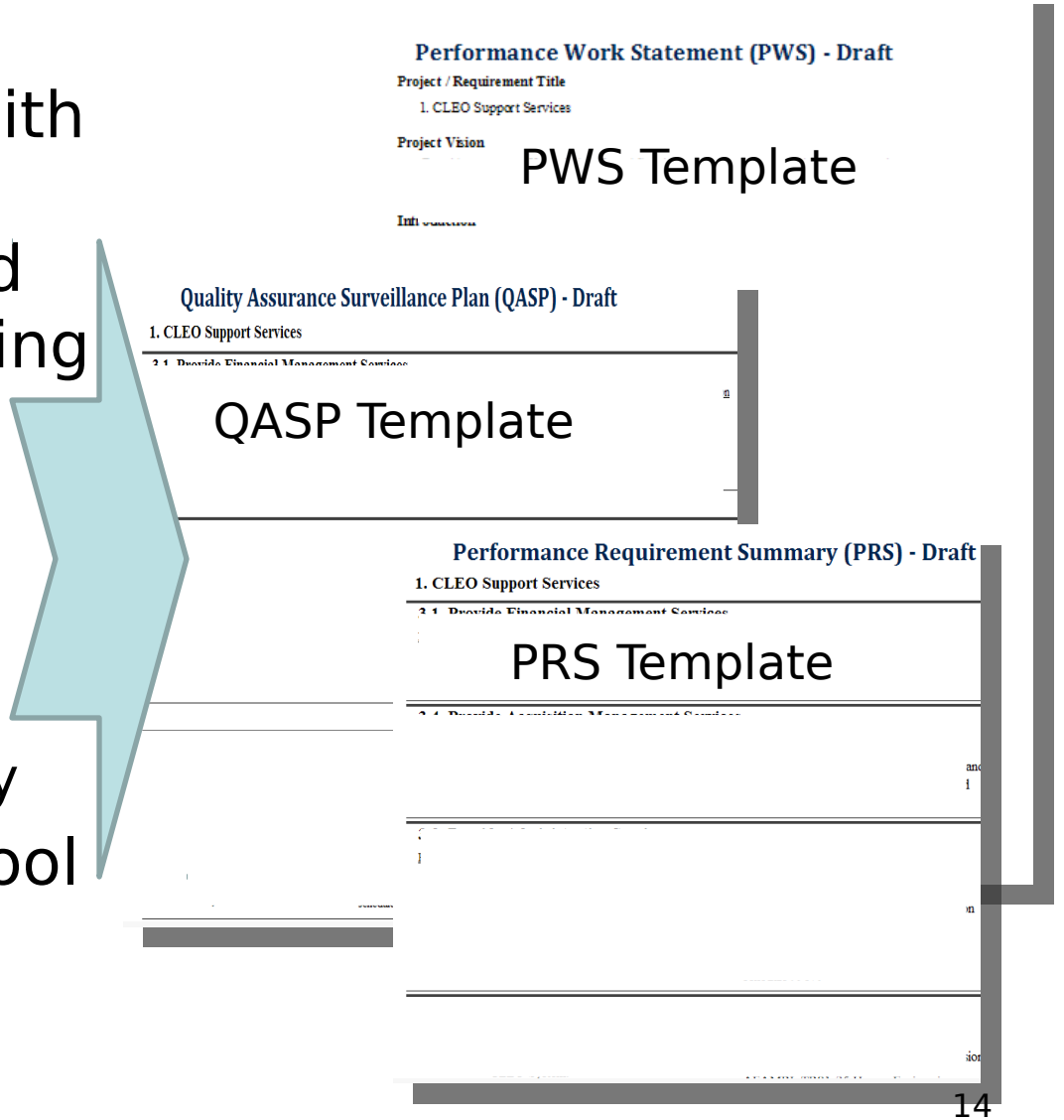
- 1.5 Online today
- http://sam.dau.mil/arrt

- Over 1,100 downloads since 15 Aug
- Runs on Microsoft Office applications
- Generates Microsoft Word documents for use in your acquisition
- ARRT Community of Practice on DAU's ACC



ARRT
(Automated Requirements Roadmap Tool)

- ARRT guides user to define requirements with a structured thought process using standard templates for completing
  - Performance Work Statement
  - Quality Assurance Surveillance Plan
  - Performance Requirements Summary
- ARRT is a MS Access Tool



Align Process and Tools

Process Work Flow

Steps 1-3 | Steps 4 | Steps 5 | Steps 6 | Steps 7

Tool / Job Aid

SAM

Work Product(s)

Skill Dev. Center

Samples/ Repository

PWS
PRS

QASP

Alignment of Process and Tools

Process Work Flow

Steps 1-3 | Steps 4 | Steps 5 | Steps 6 | Steps 7

Tool / Job Aid

SAM

AUTOMATED REQUIREMENTS ROADMAP TOOL

Estimator

Future Development

PAT

Work Product(s)

Skill Dev. Center

Samples/ Repository

PWS PRS

QASP

TEP Assistant

TEP Section M

IGE

Contractor Performance Charts

Past Performance Assessment Inp

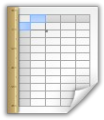
Utilize Standardized Data Formats

Process Focused Tools

SAM

TEP section

PAT



Estimator

- **SAM** - Service Acquisition Mall
  - Online resource for Performance Based Service knowledge and tools.
- **ARRT** – Automated Requirements Roadmap Tool
  - Compose Performance Based Service Requirements
  - Generate PWS, QASP, PRS
  - 2.0 will provide task weighting for TEP and PAT
- **Technical Evaluation Plan Assistant (TEP Assistant)**
  - Guides user in determining key areas for the technical evaluation plan (TEP) for section M of RFP
  - Technical proposal, management plan, key personnel
  - Template to recommend relative order of importance
- **PAT** – Performance Assessment Tool
  - Monitor and track contractor performance based on PWS
  - Supports incentives documentation
  - Generate contractor performance reports (CPARS inputs)
- **Estimator**
  - Develop your Independent Government Estimate (IGE)
  - Use interview approach and cost estimation assistance

Courses and Tools

- Courses:
  - ACQ 265 Mission Focused Services (4 days)
- Workshops:
  - Service Acquisition Workshop (4 days)
- Service Acquisition Mall http://sam.dau.mil
  - Training, tools and demo videos
  - ARRT download
- ARRT Demo